University College Dublin
Ireland's Global University

University College Dublin

Masters of Science

- Finance
- Human Resource Management
- Information Technology
- Logistics and Supply Chain Management
- Management
- Marketing
- Project Management

KAPLAN HIGHER EDUCATION ACADEMY

KAPLAN HIGHER EDUCATION INSTITUTE

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Message from Our Dean

Professor Anthony Brabazon
Dean
University College Dublin
College of Business

It gives me great pleasure to welcome you to the Masters of Science (MSc) Degree programme, which is offered by University College Dublin, in conjunction with Kaplan in Singapore.

There are long established linkages between University College Dublin and Singapore through the large number of our graduates in Singapore, many of whom are from the College of Business.

We are pleased to make our Master's Degree available in Singapore. The MSc is a specialist Master's Degree qualification with widespread international recognition throughout the business world, with UCD College of Business holding accreditations from AACSB, EQUIS and AMBA. Students in the programme have access to the latest thinking and practice in their chosen specialism and will have the opportunity to interact with some of the most prominent members of the academic community in Europe.

No effort is spared to ensure the quality and relevance of the programme. We hope it will serve to further strengthen the links between the university and Singapore, and indeed between Ireland and Singapore.

Award Winning Private Education Provider In Singapore

Kaplan in Singapore is part of Kaplan Inc., one of the world's most diverse education providers and is the largest subsidiary of Graham Holdings, formerly The Washington Post Company. Its three entities in Singapore, namely Kaplan Higher Education Academy, Kaplan Higher Education Institute and Kaplan Learning Institute (comprising Kaplan Financial and Kaplan Professional) serve more than 30,000 learners from across 30 countries worldwide and it is the only education provider in Singapore to be awarded the 4-year EduTrust certification for all three of them.

Registered with the Committee for Private Education (CPE), part of SkillsFuture Singapore (SSG)

Kaplan Higher Education Academy	Kaplan Higher Education Institute	Kaplan Learning Institute
Cert No. : EDU-2-2023 Validity : 20/07/2015 - 19/07/2019 UEN 199409389H Validity : 20/05/2018 - 19/05/2022	Cert No. : EDU-2-2075 Validity : 04/03/2016 - 03/03/2020 UEN 198600044N Validity : 17/08/2018 - 16/08/2022	Cert No. : EDU-2-2022 Validity : 19/07/2015 - 18/07/2019 UEN 199701260K Validity : 20/05/2018 - 19/05/2022

JobsCentral Learning, Training & Education Development (T.E.D.) Awards 2017[1]

Best Private Education Institution

- Accountancy[3]
- Business Management[3]
- Law[3]
- Marketing[2]
- Psychology[2]

Gold Standard Service Provider

(Private Education Institution)

- Computer Science & IT[2]

Best Corporate Training Provider[4]

- Computer Science & IT
- Finance Management
- Senior Management & Leadership

BERG Icons of Learning 2017

- Winner of Best Private Education Institution in Singapore[5]
- Winner of Leading Corporate Training & Skills Development Provider[4]

AsiaOne People's Choice Awards

Top 3 Best Private Schools in Singapore

- 2013 • 2014
- 2015 • 2016

HRM Asia Reader's Choice Awards 2016

Winner of Best Corporate Learning and Development Provider. Awarded to Kaplan Professional, part of Kaplan Learning Institute.

HRM Asia Reader's Choice Awards 2015

Winner of Best Corporate Leadership Programme. Awarded to Kaplan Professional, part of Kaplan Learning Institute.

JobsCentral Learning, Training & Education Development (T.E.D.) Awards 2016[1]

Best Private Education Institution

- Business Management[3]
- Communications & Media[2]
- Computer Science & IT[2]
- Marketing[3]

Gold Standard Service Provider

(Private Education Institution)

- Accountancy[3]
- Hospitality & Tourism[2]

Best Corporate Training Provider[4]

- Computer Science & IT
- Finance Management
- Leadership

EC-Council Global Awards 2017

- ATC Circle of Excellence Award (Asia Pacific)[2]
- Academia Circle of Excellence Award (Asia Pacific)[2]
- Instructor Circle of Excellence Award (Asia Pacific)[2] for our trainer, Belly Rachdianto

JobsCentral Learning and Rankings Survey

Preferred Private Education Institution

- 2010/2011 • 2011/2012
- 2012/2013 • 2013/2014

Platinum Approved Learning Partner - Student Tuition

The highest level of recognition that ACCA awards to its tuition providers in recognition of the exceptional quality of tuition provision and support for ACCA students. Awarded to Kaplan Financial, part of Kaplan Learning Institute.

[1]Awarded to Kaplan in Singapore by JobsCentral Learning, Training & Education Development (T.E.D.) Awards. The award is conferred based on stringent assessment by an esteemed panel of judges consisting of industry experts, and voting by members of the public. [2]Awarded to Kaplan Higher Education Academy. [3]Awarded to Kaplan Higher Education Institute. [4]Awarded to Kaplan Learning Institute. [5]Awarded to Kaplan in Singapore by BERG Icons of Learning 2017.

Kaplan Higher Education Academy & Kaplan Higher Education Institute

Today, thousands of students are enrolled into Kaplan Higher Education Academy and Kaplan Higher Education Institute in Singapore, pursuing full-time programmes that range from Diplomas to Bachelor's and Master's Degrees.

Through strategic collaborations with prestigious universities from Australia, Ireland and the UK, Kaplan offers career-oriented academic programmes designed to provide students with skills necessary to qualify them for employment and to meet the demands of the industry.

Disciplines available:

- Accounting & Finance
- Engineering*
- Information Technology
- Business & Management
- Hospitality & Tourism Management
- Law
- Communication & Media
- Humanities & Social Sciences
- Nursing & Allied Health

*Available part-time

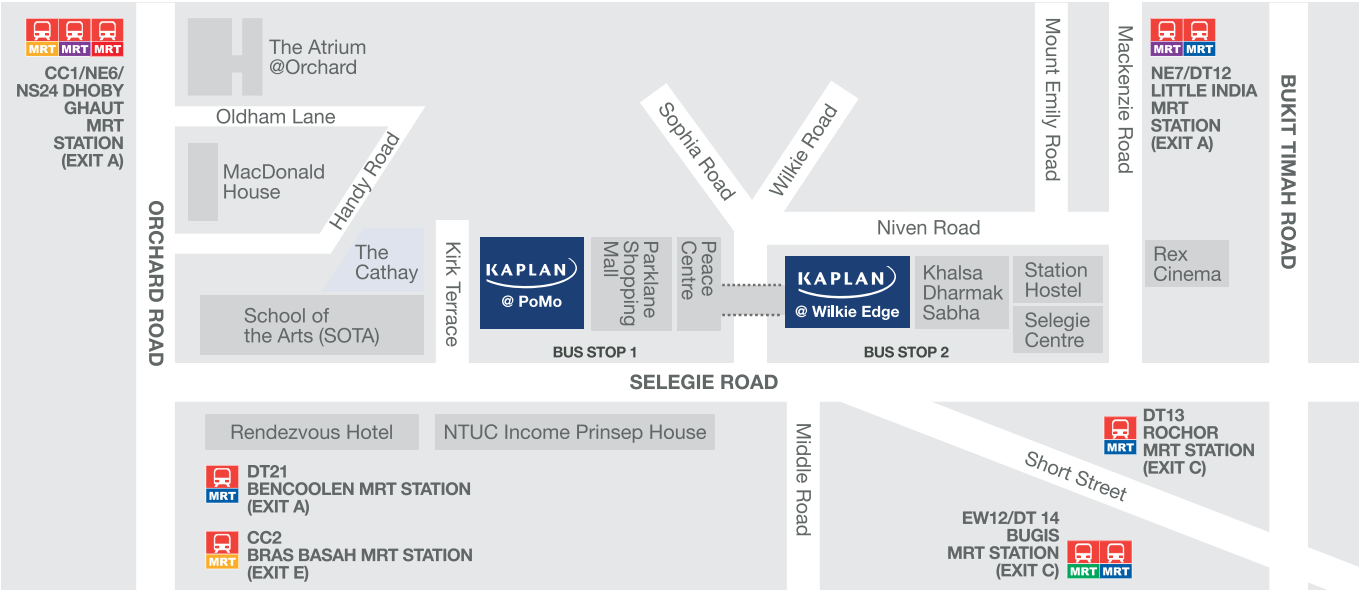
CHOOSE FROM OVER **300** DEGREE PROGRAMMES

CHOOSE FROM MORE THAN **25** DIPLOMAS

HEART OF THE CITY NEAR **6** MRT STATIONS

EASY AND AFFORDABLE PAYMENTS#

Together, Kaplan Higher Education Academy and Kaplan Higher Education Institute form one of the largest private education institutions in Singapore, spanning more than 140,000 sqft across Kaplan City Campus @ Wilkie Edge and @ PoMo. The campuses are located in the heart of the city, all within walking distances from 6 MRT stations across major train lines. All our campuses are strategically located to provide students with convenience and conducive study environments, including state-of-the-art classrooms and computer laboratories, WIFI access, student lounges, well-resourced library and food & beverage outlets on campus.



About University College Dublin

(Ireland's largest and most international university)

University College Dublin
Ireland's Global University

Ranked at Top 1% of institutions worldwide[1] and one of the few elite business schools to hold the 'Triple-Crown' accreditation[2] from EQUIS (Europe), AACSB (US) and AMBA (UK), the University College Dublin (UCD) continues to deliver top quality, internationally recognised Business Bachelor's Degrees and Master of Science (MSc) programmes to help students fulfil their personal and professional goals.

Benchmarked against the best business schools in the world, UCD Business programmes are consistently ranked in World's Top 100 by the Financial Times and the Economist Intelligence Unit[3].

TOP 1%
UNIVERSITY
IN THE WORLD[1]

TRIPLE-CROWN ACCREDITATION
AACSB (US), EQUIS (EUROPE) AND AMBA (UK)[2]

IRELAND'S LARGEST
AND MOST INTERNATIONAL
UNIVERSITY[4]

TOP 24
IN EUROPE BUSINESS SCHOOL RANKINGS[5]

TOP 100
FOR POSTGRADUATE PROGRAMMES[3]

168TH
IN THE WORLD[6]

OVER 26 YEARS PARTNERSHIP WITH KAPLAN
HAVING OVER 10,000 GRADUATES

MEMBER OF CEMS & GNAM:
LINKING **TOP TALENTS & GLOBAL MNCS**

FLEXIBLE DELIVERY STRUCTURE THROUGH
BLOCK TEACHING[7]

1 Times Higher Education World Ranking 2018
2 UCD Michael Smurfit Graduate Business School Rankings and Accreditations
3 The Economist 2016 & Financial Times 2018
4 UCD International: Study at UCD - Singapore
5 Financial Times 2017
6 QS World University Ranking 2018
7 This applies for part-time programmes only

Triple-Crown Accreditation

The University College Dublin (UCD) College of Business is one of the elite business schools worldwide to hold the 'triple-crown' of accreditation from the three centres of business and academic excellence, EQUIS (Europe), AACSB (US) and AMBA (UK).

The triple accreditations awarded by these three international independent bodies are not only a testament of the UCD College of Business quality but also serve as a guarantee that UCD Master's Degrees are recognised around the world.

AACSB (US)

The Association to Advance Collegiate Schools of Business (AACSB) is the world's largest business education network connecting students, academia, and business to advance business education worldwide.

EQUIS (EUROPE)

This is the quality improvement system administered by the EFMD (European Foundation for Management Development) throughout Europe. EQUIS is awarded on the basis of quality controls on the entire range of activities within an institution.

AMBA (UK)

The Association of MBAs (AMBA) is a British-based organisation which concentrates specifically on MBA programmes and accredits those which achieved its standards.

Global Alliances & Partnerships

UCD is a member with a number of prestigious global alliances with extensive links to leading business schools and the business community on a worldwide scale. These partnerships provide unique opportunities for students with top peer schools internationally.

The Global Alliance in Management Education (CEMS)

CEMS is a strategic global alliance of leading Business Schools and Multinational Companies.

As a member of CEMS, UCD enjoys an exclusive academic-corporate partnership which benefits from privileged access to a global pool of top talents from the world's leading Business Schools. The affiliation includes more than 60 MNCs such as Google, Facebook, UBS AG, MasterCard, Procter & Gamble, Shell, Deutsche Bank, HSBC and others.

Global Network for Advancement Management (GNAM)

The Global Network for Advanced Management, is the first global network of its kind, comprising twenty five of the world's leading business schools.

It provides internationally recognised and specialised accreditation for Business programmes at the Bachelor's, Master's and Doctoral levels.

Partnership in International Management (PIM)

Partnership in International Management is a consortium of top business schools which provides a framework for international cooperation among its students, faculty and administrations.

Each member institution represents the highest degree of excellence in the fields of Business Administration and Management, demonstrates leadership in their region and delivers an MBA or a graduate equivalent Degree in management.

Principles for Responsible Management Education (PRME)

PRME are a voluntary set of principles to which business schools can adhere to. The principles are in the interest of providing future leaders with the necessary insight and skills to reflect upon, critically analyse and provide leadership with regards to corporate responsibility.

Faculty Support

UCD postgraduate students benefit from an education delivered by experts at the leading edge of their fields internationally and a curriculum constantly updated by the latest research.

UCD has a resident faculty at Kaplan Singapore to support students' academic journey.

Dr Orna O'Brien
B.Soc.Sc, MBs, Grad. Dip (UTL).
Ed.D (Edinburg)

Professor Bill Roche
BSocSc, MSocSc, DPhi., MCIPD

Professor Brian Pynes
PhD

Professor Damien McLoughlin
BBs, MBs, PhD (Lancaster)

Dr Cubie Lau
PhD (UCD)
Singapore Resident Faculty

Dr Yang Yung Chiang
MBA, PhD (NTU)
Singapore Resident Faculty

Students & Graduates Testimonials

Our students and graduates come from different countries and pursue different programmes, but they all have one thing in common – they enjoy studying with UCD. Read about their experience and how the programmes are applicable to their careers.

The Master of Science programme was delivered by highly competent lecturers, who have augmented my knowledge in the field of finance. I believe that the programme has equipped me with the abilities to better adapt to changes and resolve problems. It takes one from being efficient to being effective. The critical thinking developed at this level is not only valuable to my career but also to my family, social network and personal development.

Robin Teo
Associate Director, the largest European asset management company
Alumnus of the Year Award 2018
Master of Science in Finance Graduate (2014)

I wanted to study in a school that was reputable and had the necessary accreditations, and UCD fits both criteria. I believe that the knowledge I would gain from my HRM studies at UCD would complement my experience in the US and Singapore, and allow me to gain better perspective and understanding of how to deal with challenges HR practitioners face, such as talent recruitment and retention.

Malathy D/O Kamalakaran
Ex-Assistant Director of HR & Admin
PhD Applicant
Master of Science in Human Resource Management Graduate (2016)

I chose Kaplan and UCD for a number of reasons. The reputation of UCD and its accreditation, reputation of Kaplan, structure of programme which includes the following: the syllabus, the emphasis on self-study, the timing of the programme which never disrupts work hours, the right balance between research, group work and examinations. Lastly, the quality of teachers as most of the professors flew to Singapore from Ireland for the programme, which indicated that they were trying to replicate the on campus experience as much as possible, not simply franchising their education programme.

Richard Achee
Head of Google Enterprise (S.E. Asia Commercial Accounts)
Alumnus of the Year 2013 Award
Master of Science in Management Graduate (2010)

I chose UCD's MSc programme because of its Triple-Crown accreditation and world-wide recognition that made it a very viable option to fulfil my twin needs of self-development and career enhancement. Furthermore, I have received a subsidy from my organisation because the MSc Degree awarded by UCD is recognised in the civil service. The flexible delivery of the lessons has allowed me to be effectively immersed with the learning contents and thus enabling effective application in the workplace with successful outcomes.

Richard Moey
Senior Officer, Government Sector
Alumnus of the Year 2015 Award
Master of Science in Management Graduate (2014)

About the Master of Science (MSc) Degree Programmes

The UCD Master of Science (MSc) Degree programme in Singapore is a prestigious postgraduate programme with 7 specialist pathways such as Marketing, Finance, Human Resource, Logistics and Supply Chain Management, Information Technology, Management and even Project Management.

Designed by leading experts in the business field, the curriculum is designed to develop future leaders in international business through a wide variety of learning activities. Many of these activities focus on developing informed thinkers who are mentally agile in problem-solving with a strong ability for reflective critically.

Programme Structure

The Master of Science Degree programme consists of 3 core and 3 pathway modules (4 modules for Finance specialisation) with 2 Research Papers (without specific sequence).

Part-time programmes may be completed in a minimum of 18 months while full-time programmes may be completed in a minimum of 12 months.

TERM 1
- Organisational Behavior
- Global Strategic Management

TERM 2
- Corporate Financial Management
- Pathway Module 1
- Research Paper 1*

TERM 3
- Pathway Module 2
- Research Paper 1*
- Research Paper 2*

TERM 4
- Pathway Module 3
- Research Paper 2*

**For part-time programmes, Research Papers 1 and 2 are to be submitted by end of month 12 and month 18 respectively. For full-time programmes, Research Papers 1 and 2 are to be submitted by end of month 6 and month 12 respectively.*

Pathway Modules

The programme allows students to specialise in any one of the business areas namely: Management, Finance, Marketing, Human Resource Management, Information Technology, Logistics and Supply Chain Management and Project Management.

The pathway modules are as follows:

Management *(Full-time or Part-time)*
1. Decision Analysis
2. Managing Organisational Change
3. Project Management

Finance* *(Full-time or Part-time)*
1. Capital Markets
2. Derivative Securities
3. Portfolio and Risk Management
4. Strategic Finance

Marketing *(Part-time)*
1. Brand Management
2. Corporate Marketing Strategy
3. Marketing Communications

Human Resource Management *(Part-time)*
1. Human Resource Management
2. International Human Resource Management
3. Managing Workplace Learning

Information Technology *(Part-time)*
1. Fundamentals of E-Business
2. Management Support Systems
3. Strategic information Management for Competitive Advantage

Logistics and Supply Chain Management *(Part-time)*
1. Global Logistics
2. Procurement and Supplier Management
3. Supply Chain Operations

Project Management *(Part-time)*
1. Planning and Decision Making Techniques
2. Project Management Tools and Techniques
3. Project Scope and Feasibility Evaluation

**Msc Finance modules are 7.5 credits each.*

Students must decide on a pathway upon programme application. Subsequent requests to switch to another pathway will be considered on an exception basis and are subject to approval by the University's Programme Board.

About the Master of Science (MSc) Degree Programmes

Programme Structure

The Master's Degree programme can be completed in either full-time or part-time mode. A typical term is a 3-month (full-time) and a 4.5 months (part-time) period covering 2 modules of study. Lessons are conducted by a mix of local or University lecturers.

Learning Cycle (Full-time Programme)

Each module is supported with 42 to 45 contact hours* during the day on weekdays.

Week 1 to 8
- Lesson

Week 9 to 10
- Revision/Assignment

Week 11 to 12
- Examination

NEXT TERM

Supported by MSc Updates l Academic Support via email or other online resources.

**Modules under MSc Finance consist of 42 contact hours while modules under other specialisations consist of 45 contact hours.*

Learning Cycle (Part-time Programme)

Each module is supported with 20 to 24 contact hours* in the evenings and over weekends.

Week 1 to 2
- Self-study

Week 3
- Lesson

Week 4 to 8
- Revision/Assignment

Week 9
- Examination

NEXT MODULE

Supported by MSc Updates l Academic Support via email or other online resources.

**Modules under MSc Finance consist of 20 contact hours while modules under other specialisations consist of 24 contact hours.*

Note: The University and Kaplan reserve the right to change or amend, modify, suspend, continue or terminate all or any part of the learning cycle, which includes the schedule of the seminars at any time without prior notice.

Assessment Scheme

Each module is assessed by any combination of class participation, written assignments, project or examinations. Assessment methods may vary according to individual module requirements.

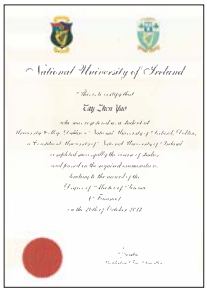
Programme Management

These programmes are managed by a professional programme management team at Kaplan, which ensures students receive vital support throughout their academic journey. Students will receive class schedules, study notes, regular programme updates, and where applicable, advice on access to online resources including administrative support via Kaplan 360 mobile application. In addition to assessment management, the dedicated team will also assist students with advice on policies and procedures.

Graduation and Honours Award

Students who successfully complete and pass the modules stipulated in the programme structure will be awarded the Masters of Science (MSc) Degree from University College Dublin. Graduates will be allowed to use the title MSc (UCD) after their names.

The Master's Degree award will be the same as that awarded to the on-campus graduates.



Alumni Network

UCD Business Alumni has a global network of over 239,000 graduates in over 165 countries. UCD Business Alumni helps graduates keep in touch with colleagues, classmates and the wider business community. Regular social and speaker events are held giving graduates the opportunity to stay connected.

Core Modules

Organisational Behaviour

This module is concerned with the complex nature of contemporary organisations and the behaviour of individuals and groups within them. Organisational Behaviour (OB) is an interdisciplinary field drawing from social psychology, sociology, anthropology and management studies. OB is traditionally explored at 3 internal levels (individual, group and organisation). OB and Work emphasises the socially embedded nature of organisations and the sociology of work. While mindful of the practical realities of managing organisations, a final concern of this module is to explore and critically assess the effects of management practices on individual and group behaviour. This module aims to develop students analytical skills in engaging with and understanding OB and Work issues. Key themes include group dynamics, motivation, communication and processes such as conflict, politics and organisational 'misbehaviour'. A theme running through the module is the role and impact of individual difference and the ways in which diversity can sometimes be restricted by group interaction.

Global Strategic Management

Among the topics covered in this module are: concept of strategic management, formulating strategy, industry analysis, competitive advantage, strategic choice, strategies in multi-business companies, the planning process and resource allocation, administrative components and people and systems.

Corporate Financial Management

Among the topics covered in this module are: important financial concepts – time value of money, risk and return relationship, valuation of assets, long term investment decisions – capital budgeting process, merger and acquisition, long term financing decisions – cost of capital, capital structure, dividend policy; short term financial decisions – working capital management, risk management, the use of derivatives, forward futures and option contracts, the valuation of these and SWAP contracts.

Research Paper 1

Students are required to examine the application of the various theoretical perspectives presented in the MSc programme to their own workplace experience, particularly in relation to organisational behaviour and strategic management and business policy. This research paper provides for the blending of the theoretical and practical elements of the MSc programme with the collective workplace experiences of participants. To this end, students will be expected to contribute critical reflection on their workplace experiences along with collaborative interpretation of such experiences in both classroom and study group settings. To fulfil the requirements, students are required to undertake and complete 2 assignments as follows: a. Book review b. Programme learning journal. These assignments will be completed on an individual basis and be submitted at end of the programme.

Research Paper 2

In completing this module, each student has the opportmoduley to research a topic of their choice drawing on documentary evidence (literature and secondary sources) and primary sources. The research topic can be associated with the student's work place/prior study/current career/industry or sector etc. To provide details of the project, each student will complete a research proposal which provides brief details of the project design. This research proposal is submitted to a research advisor who will advise on the appropriateness or otherwise of the topic choice, research objectives, methodology and proposed literature review.

Pathway Modules

Finance

Full-time or Part-time

Capital Markets

Among the topics covered in this module are: futures markets and stock index futures interest rate futures; options markets: calls and puts, the greeks, dynamic hedging and portfolio insurance; introduction to advanced equity derivatives and options strategies; interest rate and fx swaps; value at risk – risk and mapping assets into vcv framework; Var – statistical issues; interest rate derivatives; credit risk.

Derivative Securities

This module provides an introduction to derivative securities. Alternative derivative securities will be outlined. This incorporates detailing the properties of these securities.

Furthermore, a key aim is to outline how these assets are valued. Also, the module demonstrates the use of derivatives in arbitrage, hedging and speculation.

Risk, different types of risk, different risk measures, and associated methods of obtaining and validating the risk measures are outlined. Finally, practical applications of derivatives and potential pitfalls are discussed.

Throughout the module, we will document theoretical and empirical findings from the literature to develop the research skills and knowledge of students.

Portfolio and Risk Management

This module examines financial risk management and portfolio allocation related topics. It is assumed that students have an understanding of asset pricing and portfolio theory, allowing this module to concentrate on the financial risk management process and asset allocation. Increasingly, it is hard to separate traditional institutional portfolio management from more active strategies and risk management. Therefore, a large amount of material takes the perspective of relatively active investors.

Strategic Finance

The objective of this module is to examine the critical interaction of corporate finance and product market behaviour and to apply financial and economic decision making tools to investment and strategic decision making. Therefore, this module adopts an interdisciplinary perspective concentrating on the integration of corporate finance theory, industrial organisation economics and strategic management.

In particular, the module will develop and adopt a 'real options' perspective of financial and strategic decision making. This module also examines the area of corporate governance in order to facilitate better control of strategic and financial decisions. Through the application of financing frameworks, we can better understand the strategic role of financing in contributing to value creation both in the product market and in ensuring more effective governance.

Pathway Modules

Human Resource Management

Part-time

Human Resource Management

This module will provide students with no previous knowledge or experience in Human Resource Management (HRM) with an understanding of key issues and debates in the field of HRM at present. HRM is concerned with the management of people within organisations in a range of market economies. Instead of the passive or reactive approaches to staffing that characterised personnel and industrial relations management previously, a new movement has emerged to develop proactive strategies that link staff management with the wider business strategies. Topics covered include: Strategic HRM, HR planning, recruitment & selection; training, performance management and rewards.

International Human Resource Management

This is a module in international human resource management (IHRM). Its primary focus is the employment and human resource practices of multinational companies (MNCs). MNCs are powerful actors. They exercise considerable influence over governments, international institutions and workforces. In this module we assess how MNCs of different national origin operating in varying business sectors seek to manage the employment relationship within their overseas subsidiaries across a variety of institutional settings. In doing so, the module will survey the scholarly research on MNCs in both the HRM and international business literatures. The module focuses on a series of inter-related topics, including varieties of MNCs, convergence and variations in MNCs employment and HR practices, and government and labour responses.

Managing Workplace Learning

This module critically assesses the issue of workplace learning. It provides a forum for discussing the context within which Human Resource Development (HRD) takes place, the linkage of HRD and business strategy, how HRD adds value, the changing role of the HRD practitioner, approaches to identifying and meeting learning and development needs and new developments and trends in meeting HRD needs.

Topics covered will include: Strategic 'business-led' human resource development, HRD roles and relationships, learning and transfer of learning, concept of blended learning (training, e-learning, development processes), career management, workplace learning in an international context and assessing workplace learning strategies.

The module provides for the blending of the theory and practice of HRD with the workplace experiences of the participants and nearing the end of the module, participants will be expected to contribute critical reflection on their workplace experiences. Advance preparation for classes will be an important feature, with readings, case preparation and questions for reflection assigned at the commencement of the semester.

Pathway Modules

Marketing

Part-time

Brand Management

This module is designed to assess the ways in which brands, as a company asset, can be made to acquire and sustain value in the marketplace. The nature of alternative brands is analysed, as well as the skills and tasks required of brand managers in order to manage and sustain brands. Consideration is given to brand management, navigation, value, opportmoduleies, threats and sustainability.

The aim is to introduce the perspective of branding as an embedded element in sociological, anthropological and psychological theories of consumer behaviour and culture, thereby looking beyond the rigid confines of a purely 'business' viewpoint. The module is derived around a blend of lectures, discussions, case studies and guest speakers.

Corporate Marketing Strategy

This module will introduce the theory and key elements of marketing practice. It is taught from an applied viewpoint, in the context of the contemporary business environment in Australasia and globally. It is intended to provide a general framework for approaching marketing issues.

This module goes beyond the 4Ps (the marketing mix - Price, Product, Promotion and Place) to introduce recent insights drawn from services marketing, relationship marketing, the influence of network thinking and the resource-based view.

The module takes a process-based view of marketing and considers it an organisational rather than functional task, i.e. a philosophy practised by the whole firm rather than a set of activities confined to a marketing department.

Effective decision making and problem solving processes are introduced by considering current business topics and case studies.

Marketing Communications

Among the topics covered in this module are: the communication process, communication strategies in marketing, advertising planning and budgeting, media planning, scheduling and evaluation, message design and execution, advertising research, sales promotion theory and practice, public relations theory and practice.

Management

Full-time or Part-time

Decision Analysis

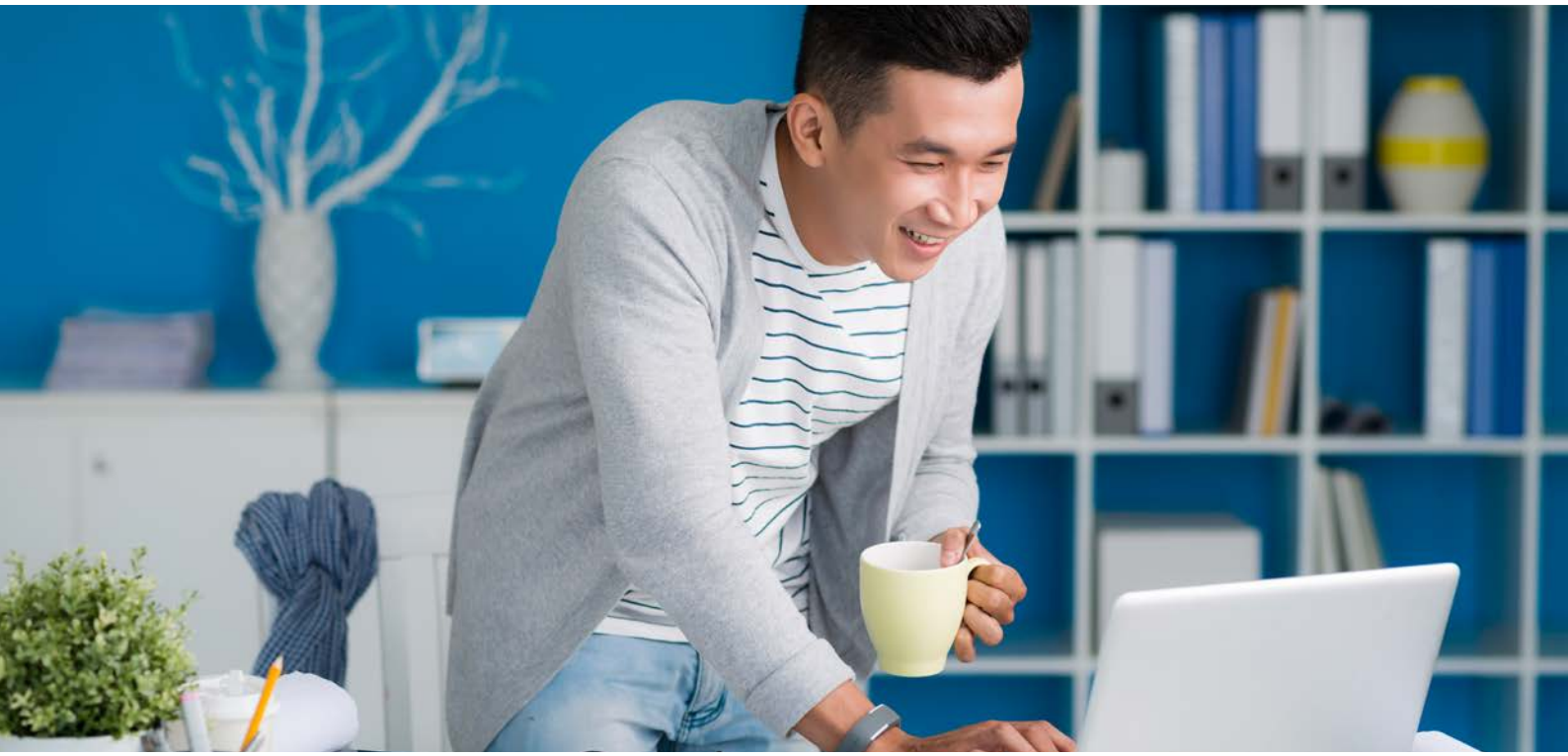
The module concentrates on decision analysis and associated topics such as risk analysis and the role of judgement in decision-making, with the aim of providing insight into how one can structure complex decisions. Effective managerial decision-making requires an ability to identify and use relevant data, so that decisions have a quantitative, as well as a qualitative foundation.

Managing Organisational Change

Among the topics covered in this module are: organisations and the changing environment, nature of organisational change, planning for change/change architecture, hard systems approaches to change, soft systems models for change, organisation development process, organisation structure and change, culture for change, politics of change, leadership of change and learning organisation.

Project Management

Among the topics covered in this module are: introduction & the project framework, key roles, responsibilities & project leadership, project control & communications, conflict & complexity, proposal, investigation & feasibility framework, project planning & cost estimation, scheduling & network diagrams, design, development, testing, rapid development, operations trial & roll-out, risk management, new product development, portfolio management, closing a project and why projects fail.



Pathway Modules

Information Technology

Part-time

Fundamentals of E-Business

The aim of this module is to help students to develop a deep understanding of Electronic Commerce/E-Business. In doing so, we will try to identify and explore the substantive and enduring issues within E-Commerce, its core concepts and its background, rather than to simply introduce or enumerate particular concepts or technologies. Therefore, the module will uncover the reasons that lead to the emergence of E-Commerce/E-Business, the underlying dynamics of its evolution process over the past decade and the rational behind the most important concepts. By drawing upon established theoretical perspectives, we will attempt to develop frameworks that will facilitate objective and enduring analyses of E-Commerce/E-Business opportmoduleies and developments.

The module will be held in a seminar style incorporating guided discussions, presentations by the lecturer as well as guest lectures. Throughout the module, we will use the assigned readings to launch our seminar discussions. These have been carefully organised into topic sessions. The assigned material should be thoroughly read before each class to facilitate your active and informed participation in class discussion. Reading and discussion are essential to fully exploring the dynamics of this fascinating and complicated subject.

Management Support Systems

This module studies the range of information systems needed to provide support for management in decision-making, planning and control. The starting point, therefore, is the set of potential managerial problems and opportmoduleies, and the associated information requirements.

Organisational diagnostics are considered for problem/opportmoduley identification. Solution approaches are developed and used as the basis for describing the structure, characteristics and management of generic categories of systems such as Decision Support Systems (DSS), Executive Information Systems (EIS) and Expert Systems (ES).

The management implications of knowledge-based systems will be covered, and students will be asked to develop an application through an Expert System shell.

Strategic Information Management for Competitive Advantage

This module examines the role of information and communications technologies (ICT) in leading and supporting strategic initiatives and focuses on the economic and competitive implications of strategic information systems. The role of ICT in the global competitive environment will be of central interest.

Pathway Modules

Logistics and Supply Chain Management

Part-time

Global Logistics

The purpose of the module is to provide students with a detailed understanding of the various management system elements that constitute excellence in logistics management.

The term 'Supply Chain' is used to embrace all organisational activities from the initial sourcing and refining of raw materials to the eventual distribution and sale of goods/services to the end user including the required logistics processes involved.

The module covers the following topics: logistics management, procurement and purchasing, inventory management, managing materials flow, logistics quality, materials handling, transportation and distribution, managing logistics performance, global logistics and customer service.

Procurement and Supplier Management

This module is designed to assess the current thinking in logistics and supply chain management. Introduction to supply chain management: Supply chain performance and drivers, designing the supply chain network. The supply chain framework: Demand forecasting, aggregate planning, managing international supply chains.

Supply chain operations: managing lead times, just-intime and lean thinking, agile supply chains integrating the supply chain: sourcing decisions, partnerships in the supply chain IT in the supply chain: coordinating the supply chain, IT and the supply chain, e-business and the supply chain.

Supply Chain Operations

This module is designed to explain and evaluate the current thinking on operations strategy and supply chain operations. It is expected that students will gain an understanding of this field and be able to apply theories and concepts in a practical setting.

This module will cover strategic management issues, such as supply chain management, new product development, enterprise resource planning, relationship management and service operations as well as more general topics, such as quality, environmental concerns and future trends in operations management.

Project Management

Part-time

Planning and Decision Making Techniques

The module concentrates on Decision Analysis and associated topics such as risk analysis and the role of judgement in decision-making, with the aim of providing insight into how one can structure complex decisions.

Effective managerial decision making requires an ability to identify and use relevant data, so that decisions have a quantitative as well as a qualitative foundation.

Project Management Tools and Techniques

This module will review the critical project management skill areas of risk management, quality management, customer satisfaction and procurement. Topics covered include: risk management in projects, risk analysis techniques, risk response management, the role of quality in project management, quality tools and techniques, design of quality systems, international quality standards, managing client expectation and satisfaction, purchasing and procurement, managing business-to-business relationships, legal issues in procurement, IT tools in project management.

Project Scope and Feasibility Evaluation

Topics covered in this unit include: overall strategy and projects to implement strategy, development programmes in organisations, the role of strategic leadership and organisational commitment, project deliverables as building blocks for strategy implementation, concurrent organisation for business and change, project initiation, project selection models, project feasibility determination, criteria for feasibility testing, financial evaluation of projects, net present values and discounted cash flow, impact on profitability, impact on shareholder net worth, decision analysis of projects under uncertainty, decision trees and expected utility, sensitivity analysis, project evaluation for multiple attribute considerations.

Application & Fees Schedule

Fee Schedule

Please refer to the insert for the information on:

- Tuition Fee
- Non-tuition Fee
- Refund Policy
- EduTrust Certification

For more information, please contact our programme consultant or email to info.sg@kaplan.com

Entry Requirements & Application

The minimum formal entry requirement is:

- A Bachelor's Degree
- Professional qualifications will be assessed on a case-by-case basis
- Applicants with significant relevant senior management experience may also be considered on a case-by-case basis
- The final decision rests with the University

If English is not your native language, unless you have completed your primary degree in English, an English language qualification is required (eg: IELTS/TOEFL)

- TOEFL – a minimum score of 90 on the Internet-based test, with a minimum of 20 in each band
- IELTS – an overall score of 6.5, with a minimum of 6 in each band

Applicants are required to complete the application by providing:

- Duly completed and signed application form
- List of qualifications, certificates and proof of official transcript from each institution attended (certified copy of the official transcript is acceptable)
- Resume detailing employment experience and major work achievements
- Personal statement/Statement of intention (if applicable)
- Photocopy of passport or identification card
- Programme application fee

Please note that the application is not complete without all the items stated above.

As the programme involves regular use of internet, email and other online resources, students must possess a personal computer and have internet connection to access materials electronically from the university and to participate in appropriate pedagogic interaction.

Admission to the Programme

Potential candidates for the programme must demonstrate a high motivation to undertake an intensive programme. They should also be able to show success in their careers to-date and be able to envisage how the degree fits into their career plans for the future. A blending of diverse business backgrounds creates unique challenges and opportunities for participants to benefit from the experience and perspectives of others.

Study Loans*

Study loans are available with most banks and financial institutions. Interested candidates may contact:

Maybank	:	1800 629 2265	www.maybank.com.sg
OCBC Bank	:	1800 363 3333	www.ocbc.com.sg

**Only applicable for local students.*

Closing Dates

Usually, the university takes about 3 weeks to process each application. Therefore, it is advisable for potential students to apply for admission at least 8 weeks before the start of each intake.

Finalised start dates and timetables are dependent on approval by UCD College of Business. This approval is based upon a minimum class size.

Who to Contact

For enquiries on this programme:
SMS **UCDBROMSC** ‹space› **Name** ‹space› **Email Address** to **8338 1333**.

By sending the code via SMS or website, you have given your consent to have a representative from Kaplan contact you regarding your request. For other information or enquiries on other UCD programmes, please contact:

Telephone	:	6733 1877
Facsimile	:	6225 3605
Email Address	:	info.sg@kaplan.com
Kaplan Website	:	www.kaplan.com.sg
UCD Website	:	www.ucd.ie.com.sg

The full application package should be sent to:

Director, University College Dublin
Master of Science Programmes
Kaplan Higher Education Institute
Kaplan City Campus @ Wilkie Edge
8 Wilkie Road, #02-01, Singapore 228095

The University College Dublin and Kaplan Higher Education Institute reserve the right to alter, amend or delete any programme fee, course, admission requirement, mode of delivery or other arrangements without prior notice.

The information contained in this brochure is correct at time of printing (May 2018). Registered with Committee for Private Education, UEN: 198600044N, Validity: 17.08.2018 - 16.08.2022